

United States Department of the Interior  
BUREAU OF LAND MANAGEMENT  
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January 17, 2002

EMS TRANSMISSION 01/17/2002  
Information Bulletin No. HR-2002-043

To: All Denver National Center's Executives, Managers and Supervisors  
Washington Office Executives, Managers and Supervisors located in the Denver  
National Centers

From: Director, National Human Resources Management Center

Subject: Leadership Needs Assessment Tool (LNAT)

This Information Bulletin (IB) transmits TC-IB-2001-20 dated July 17, 2001, referencing the Leadership Needs Assessment Tool (LNAT). LNAT replaces Leadership Effectiveness Inventory (LEI).

LNAT is a 360-degree assessment tool for measuring leadership skills as part of the Leadership Excellence Program. This is to be used by all BLM leaders to enable them to assess their abilities and target their development as leaders. This is strictly a developmental tool.

All Executives, Managers, and Supervisors (EMS's) are required to complete LNAT. The deadline is **October 1, 2002**. There will be an optional 30-minute PowerPoint presentation about LNAT on **February 6, 2002, in the East/Center/West Conference Room, from 9:00 a.m. to 9:30 a.m.** LNAT is totally automated and accessed through Lotus Notes by clicking on an LNAT icon.

Teresa Milner is the LNAT coordinator for the Denver National Centers. She has compiled a list of all EMS's required to participate in the LNAT and has developed a plan to ensure that all EMS's comply with the mandatory requirement to complete the LNAT process by October 1, 2002.

Please read the attached IB for detailed information and instructions. This IB and the attachments serve as the e-mail with directions and the link to the LNAT. To open the link to the

LNAT, click on the LNAT icon. In your Lotus Notes, click on the Workspace icon. On your Lotus Notes Workspace you will find an icon that reads "Leadership Needs Assessment To . . ." Click on that icon to open the LNAT. Please read the material and identify raters, complete self-assessment, ensure that raters have completed the assessments, request/receive a Feedback Report, and complete an IDP based on the feedback report. When you have completed all of the above steps, please e-mail Teresa Milner, to verify your compliance with the mandatory requirements to complete the LNAT process.

Questions specifically about the LNAT should be directed to Nancy Golden, LNAT program coordinator at the National Training Center. Her phone number is 602-906-5560. For all other questions, please call or e-mail Teresa Milner at 303-236-3569 or [Teresa\\_Milner@blm.gov](mailto:Teresa_Milner@blm.gov)

Signed  
Linda Sedbrook  
Director, NHRMC

Authenticated  
Luron Porter  
Secretary

2 Attachments

- 1 - TC-IB-2001-20 (4 pp)
- 2 - Roster of EMS's who must complete LNAT (1 p)
- 3 - LNAT icon

Distribution

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**UNITED STATES DEPARTMENT OF THE INTERIOR  
BUREAU OF LAND MANAGEMENT  
NATIONAL TRAINING CENTER  
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In Reply Refer  
TC-800/1400(P)

EMS TRANSMISSION (7/17/2001)  
Information Bulletin No. TC 2001-20

To: All State Directors, Assistant Directors, and Center Directors  
From: Director, National Training Center  
Subject: Leadership Needs Assessment Tool (LNAT)

This information bulletin replaces IB TC-2000-04, Leadership Effectiveness Inventory Implementation (LEI). The LEI did not meet the needs of the Bureau of Land Management so its use by BLM has been discontinued. It is being replaced by the Leadership Needs Assessment Tool (LNAT).

**Introducing the LNAT**

The purpose of this memorandum is to introduce the Leadership Needs Assessment Tool (LNAT) and to detail the responsibilities for implementing this instrument. The LNAT is a 360-degree assessment tool for measuring leadership skills as part of the Leadership Excellence Program. In addition, it is to be used by all BLM leaders to enable them to assess their abilities and target their development as leaders. The LNAT is strictly a developmental tool and **will not be used for any other purpose**. It is replacing the LEI.

## **Leadership Competencies**

The LNAT was developed by the National Training Center (NTC) to assess the competencies recognized by the Office of Personnel Management (OPM) for successful leadership. These competencies are listed on the NTC web site [www.ntc.blm.gov](http://www.ntc.blm.gov) under Leadership Excellence, IDP Assessment.

## **Overview of the LNAT Process**

Beginning in FY 2000, BLM executives, managers, and supervisors (EMSs) have been participating in a 360-degree assessment process. If your EMS's completed the LEI process, they do not need to participate in the LNAT process until their scheduled recurring reassessment (18 to 24 months after the original assessment).

Unlike the LEI, it is not mandatory that all EMSs take the LNAT at the same time since there is no classroom instruction involved. The LNAT is a totally automated system that can be accessed through Lotus Notes. The process begins when the local LNAT Coordinator sends the LNAT icon to the individual participant and ends when the participant submits an automated Individual Development Plan (IDP) to NTC.

Once the participant opens the LNAT icon, the LNAT is placed on the participant's Lotus Notes Workspace for future use. Everything the person needs to complete the assessment tool can be found in this automated version from introducing the tool to completing the IDP.

The participant will read the directions and identify his or her raters. Assessment tools will be automatically sent to the raters (including the self rating) via Lotus Notes within an hour. The raters will complete the instrument online and transmit the results to NTC for compiling. It was reported in the pilot program that completing the assessment tool to approximate 12 to 18 minutes. This is largely due to the LNAT's simplified design as mostly a "point and click" instrument.

New raters can be added at any time by the participant simply by going to the LNAT homepage housed on the participant's computer and clicking on "Adding a New Rater." Participants can view how many assessments have been completed for them by returning to the LNAT homepage and clicking the appropriate button.

Once the participant has met the minimal required number of completed assessments or has surpassed the minimal number and is comfortable with the response rate, the participant can request the Feedback Report from the LNAT homepage. The Feedback Report will contain the combined rating for each competency, behaviors identified by the raters where improvement is indicated, narrative comments written by the raters and suggestions for improvements. There is also an overview section in the report to help the participant interpret the feedback received.

Once the participant identifies potential changes, he or she will work closely with the supervisor to develop an IDP. The IDP automated form can be accessed through the LNAT homepage. When the participant lists the supervisor on the automated IDP, the supervisor will be able to access the employee's IDP from the supervisor's computer. It will be housed on the Lotus Notes Workspace under an icon that is entitled "IDP's on LMTC2."

After completing the IDP, all EMS's are encouraged to provide some feedback to their raters, especially their subordinates. The feedback should focus on thanking the raters for their input and addressing some of the areas where the participant is seeking improvement. This step is important so that the raters will know that their feedback is valued.

Those states with unions should advise their local union of this initiative.

The LNAT will be open to all other BLM employees who wish to assess their leadership skills. Since they do not have subordinates, they will be completing a 270-degree assessment tool. All states/center/WO office heads should establish a procedure for employees to obtain the LNAT icon.

Participants in the Leadership Academy and the Leadership Challenge must complete the LNAT as a course requirement.

## **Responsibilities**

### **National Training Center**

NTC will work with the local LNAT Coordinator to ensure the high quality of the program is maintained and problems encountered are immediately addressed and resolved. Any problems with the LNAT or the process should immediately be brought to the attention of the NTC program coordinator.

NTC will also be responsible for the following:

- Resolving technical issues with the LNAT
- Conducting an orientation session with the local LNAT Coordinator
- Working with the local LNAT Coordinator to give guidance and resolve issues to ensure the success of the program
- Distributing the LNAT icon to the local LNAT Coordinator

### **States/Centers/WO**

Each state/center/WO should select a LNAT Coordinator for their organization and give this coordinator's name, address, telephone number, and e-mail address to the NTC program coordinator in two weeks from the date of this IB.

The LNAT Coordinator's responsibilities include the following:

- Compile a list of all EMSs required to participate in the LNAT
- Develop a plan to ensure that all EMSs comply with the mandatory requirement to complete the LNAT process by October 1, 2002
- Coordinate with the NTC program coordinator to ensure successful implementation at the local level
- Distribute written material to participants who cannot access Lotus Notes

### **Resource Information**

To ensure that LNAT participants understand the goals and process of the LNAT, more resource information has been developed.

NTC will be adding to its web site [www.ntc.blm.gov/leadership/](http://www.ntc.blm.gov/leadership/) information on the LNAT program, including a program overview, questions often asked about the program, a listing of the OPM competencies, and other material that will aid the participant and the LNAT Coordinator.

NTC has prepared a matrix based on the OPM competencies that offers suggested methods for developing more skills in each competency. The matrix focuses on national programs, distance learning opportunities, current reading material, and other suggestions for gaining skills. This <http://www.ntc.blm.gov> tool will help leaders prepare their IDPs. The matrix is available through the NTC web site at [www.ntc.blm.gov/leadership/files/ideas.htm#vision](http://www.ntc.blm.gov/leadership/files/ideas.htm#vision). Clicking on each individual competency will provide a link for developing skills in that area.

### **NTC Program Coordinator**

The NTC program coordinator for this program is Nancy Golden. Please call her at (602) 906-5560 for more information about this initiative.

Signed by:  
Marilyn H. Johnson  
Director

Authenticated by:  
Crystal R. Tucker  
Training Technician

<b>Sub Bur BC</b>	<b>Org</b>	<b>Name Whole</b>
BC	BC62100	BUTLER, DOROTHY L
BC	BC66000	CORSI, RONALD P.
BC	BC67000	CUNNINGHAM, DAVID L.
BC	BC61000	DAVIS, MARY J.
BC	BC64000	KUNZLER, JOHN
BC	BC65000	PINKNEY, ROBERT J.
BC	BC61200	POPE, ALLEN JR.
BC	BC61100	PROSSER, HELEN L.
BC	BC62230	SMITH, VICTORIA A.
BC	BC64100	SPENCER, JANET L
BC	BC62240	STONE, MARDEN G.
BC	BC65000	TISBY, FRANK
BC	BC62210	TODARO, RUSSELL A.
 <b>HR</b>		
HR	HR23000	CERVANTES, LORENZO R
HR	HR25000	DAVIS, LAURA J
HR	HR21000	NAVARRO, THOMAS G
HR	HR22000	O'NEILL, PHYLLIS E.
HR	HR24000	PRATER, BRUCE C
HR	HR20000	SEDBROOK, LINDA D.
 <b>NI</b>		
NI	NI12000	ARMSTRONG, JAMES G.
NI	NI14200	BLANCETT, JAMES T.
NI	NI14000	GARRATT, MICHAEL W
NI	NI10000	MACPHERSON, SCOTT E
NI	NI11000	NADEAU, JOAN G.
NI	NI13200	PEARSON, DAVID C.
NI	NI13100	WILBERT, KENNETH A.
NI	NI13000	WRIGHT, JOSEPH E.
 <b>ST</b>		
ST	ST10000	BARKOW, ROLAND L
ST	ST12000	BATSON, FRED T
ST	ST11100	BUSCH, THOMAS PORTER
ST	ST15000	D'ERCHIA, TERRY
ST	ST11200	FLEMING, PATRICK A.
ST	ST11000	HART, ROBERT T.
ST	ST12100	JACKSON, WILLIAM L.
ST	ST10000	KIRBY, MICHAEL J
ST	ST12200	MATTHEWS, NEFFRA A.
ST	ST13200	MULLER, DANIEL P
ST	ST13000	SYDORIAK, CHARISSE A.
 <b>WO</b>		
WO	WO20000	CABE, LOREN O
WO	WO57000	COONEY, CATHLEEN A
WO	WO33000	GEGEN, JAMES F
WO	WO35000	RILEY, ELIZABETH A
WO	WO80000	SYKES, DENNIS A